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MEMORANDUM FOR: Executive Director-Comptroller

17 JUL 1965

SUBJECT : Support Officers Development Program

REFERENCES : (a) Memo dtd 9 Jun 65 to DD/S fm ExDir-Compt,
subj: "Proposed Reduction of O/TR's Ceiling
by 11 and Transfer of Same to DD/S"

(b) Memo dtd 13 May 65 to DDCI fm DD/S, subj:
"Proposed Reduction in the
Military Detachment"

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1. This memorandum is in response to the request in reference (a) to describe the concept of the Support Officers Development Program and contains a recommendation for your approval in paragraph 7.

2. A study of the long-range requirements of the Support Directorate to fill key positions which will be vacated by retirement and other attrition and a comparison of these requirements with the results of efforts over the past few years to recruit through the Career Training Program (formerly Junior Officer Training Program) clearly indicate the necessity of a formal action program to increase the input of highly qualified junior Support officers. In the absence of a program we attracted only a few young officers of the high caliber desired except for specialists recruited by the several Support Offices. Many well educated and well qualified young people do not wish to begin their careers in a specialized Support field unless they can foresee broadening experience which would improve their chances of advancement and job satisfaction. We will continue to need specialists and we can continue to offer them a rewarding career but we cannot continue to rely principally on this source of recruitment to meet the requirements for generalists and executives.

3. The Support Officers Development Program was established in November 1964 after less formal efforts in 1962 and 1963 resulted in

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obtaining somewhat greater, but fewer than adequate, numbers of highly qualified new officers. The principal purposes of the program are to attract the best qualified young men and women into Support work; to develop their talents through formal training, on-the-job training, and planned rotational assignments; and to make them available to the Support Offices and the Agency in general, at home and abroad, to fill key Support positions with the highest caliber officers the Agency is capable of producing.

4. The Support Officers Development Program is a coordinated and cooperative effort among all the Support career services. A Support Development Panel with representatives from all the Support career services will continually recommend policy and administrative action to the DD/S. The developmental experience will be tailored to the needs of the Support Directorate as well as those of the individual and the individual Support career service. Each of the Support Offices will be responsible for ensuring that the assignment of an individual within that Office is such that he will have an opportunity to make a maximum contribution to functions of the Office commensurate with his grade and experience and consistent with the long-range objectives of the Program. A feature of the Program was the institution of a new Support Course in the Career Training Program.

5. The CTP will be the primary source of candidates for the Support Officers Development Program but heads of Support career services will be encouraged to nominate individuals whom they feel are qualified for and can benefit from participation. In addition to Program members who may be identified from among on-board employees, it will be necessary to recruit from external sources 300 or more young officers over the period of the next five years in order to meet minimum requirements resulting from retirement and other attrition. The time during which members of the Program will remain in it will depend on the needs of the organization and the interest and progress of the individual. In some cases an employee may identify at an early date with one of the Support career services. If this identification is consistent with organizational needs, he will be transferred out of the Program and into the appropriate career service. Thereafter, his training will be managed by that career service. We expect, however, that most members of the Program will want to become generalists and, to prepare them in this direction, their time in the Program may be from four to six years. This

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will be sufficient time for two normal tours of duty plus formal training.

6. We wish to obtain personnel ceiling for this centrally managed Program in two ways: First, by identification and reduction of programs with lesser priority within the Support Directorate. We hope that ceiling obtained in this manner will at least provide for the time spent in formal training, rotation to and from stations abroad, home leave and other non-productive time which is experienced in all rotational assignments. Secondly, the Support Offices that will be benefiting from the services of these young officers will contribute ceiling and funds for central management of the Program. Since the members of the Program will be given specific job assignments, the Program will not be in competition with other Support manpower requirements.

7. There are now twenty-three members of the Program and eight or more former CT's will be included when they complete current tours of duty. Nine students in the current CTP class have been identified as probable Support assignees. We expect to obtain many more qualified candidates in FY 1966. Because this Program is flexible and is tailored to the needs and desires of the organization and the individuals, the personnel ceiling and fund requirements will also remain flexible. We expect to obtain ceiling and funds from the Support Offices as needed in relation to productive assignments. In the meantime, we need the ceiling to provide for periods of training, home leave, and other nonproductive efforts for members of the Program now on board and for those who will be available for assignment to DD/S rolls in the near future. It is for this reason that we recommend favorable consideration of the transfer to DD/S of eleven ceiling positions eliminated in the Office of Training which were requested in reference (b).

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

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The recommendation contained in paragraph 7 is approved:

/s/ L. K. White

21 JUL 1965

L. K. White
Executive Director-Comptroller

(Date)

Distribution:

Orig - DD/S

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DD/S 65-2673

9 June 1965

MEMORANDUM FOR: Deputy Director for Support**SUBJECT : Proposed Reduction of O/TR's Ceiling by 11
and Transfer of Same to DD/S****REFERENCE : Memorandum for DDCI from DD/S, Subject:
Proposed Reduction in [REDACTED]**

[REDACTED] dated 13 May 1965

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1. Your request of 13 May 1965 to reduce O/TR's ceiling by 11 through the elimination of 11 [REDACTED] positions at [REDACTED] and [REDACTED] is approved. It is considered that this type of management action is a fine response to the Director's economy policies which reiterate the need to continually assess existing functions and programs with the view of eliminating unessential activities and manpower requirements.

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2. At this time I cannot concur in your request that the 11 position authorizations be transferred to the Support Officers Career Training Complement (SOCTC) in the Office of the DD/S. Such approval would constitute recognition of the SOCTC as a formal program requiring ceiling allocation when, in fact, no formal paper has ever been presented for its approval. This is particularly significant due to the many competing demands for ceiling, both from the DD/S as well as elsewhere in the Agency.

3. For these reasons the allocation of the 11 position authorizations salvaged from O/TR will be deferred pending a detailed review of the SOCTC concept. It is requested that you submit a paper describing this concept in detail and its priority relationship to the other additional manpower requirements submitted by your offices in their operating budgets.

(signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick
Executive Director-Comptroller**CONFIDENTIAL****SECRET**